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Grant # AEPP-130-08

Lac du Flambeau Town Lakes Committee

Strategic Plan

Approved by LDF Town Board: November 6, 2008

FOCUS ON THE FUTURE

Strategic Plan
2007-2011

*We shall not cease from exploration
And the end of all our exploring
Will be to arrive where we started
And know the place for the first time.*
-T.S. Elliot, Four Quarters

*Those who
do not re-
member the
past are
condemned
to repeat it.*

-George Santayana

A BRIEF HISTORY OF THE TOWN LAKES COMMITTEE

The waters of Lac du Flambeau are clearly at risk. Several lakes have infestations of Smelt, Purple Loosestrife, or Rusty Crayfish, while other Aquatic Invasive Species (AIS) like Eurasian Water Milfoil and Curly-Leaf Pondweed move closer each year.

There is apprehension that the rapid growth and spread of some aquatic

invasive species may significantly harm the local economy, property values, the ecosystems and native species, while also threatening human health.

As a result, the Lac du Flambeau Town Board created the Town Lakes Committee (TLC) in March 2005 to protect the lakes from AIS.

Since then, the TLC has adopted Standing Rules,

identified three goals, established Grant and Legislative Committees, formed partnerships with the Lac du Flambeau Band of Lake Superior Chippewa Indians and local lake associations, and successfully implemented numerous activities, in part through three WDNR Aquatic Invasive Species Control Grants.

*One thing is
sure, we have to
do something. We
have to do the
best we know at
the moment. If it
does not turn out
right, we can
modify it as we
go along.*

-Franklin Delano Roosevelt

FOCUS ON THE FUTURE—Strategic Planning

Through its planning process, the TLC defines the committee's primary mission, establishes realistic goals and objectives, outlines activities to be completed within a defined time frame, and decides how to measure achievement.

The planning process includes four interdependent phases: Readiness, Planning, Implementing, and Monitor-

ing.

In the Readiness Phase, the mission and goals are studied in the context of other information.

During the Planning Phase, objectives and activities are identified and completion dates are projected from one to three years. Also, the Strategic Plan is written.

In the Implementation

Phase, Action Teams are established and Action Plans are written. The plans identify everything that needs to be done to complete the activities.

In the Monitoring Phase, the Strategic Planning Process, the Strategic Plan, and the Action Plans are monitored continually and adjusted as needed. Evaluations are also completed.

SIGNIFICANT BELIEFS

The TLC considers the following statements when designing its Strategic Plan and Action Plans.

>Education and prevention are the most affordable strategies for dealing with AIS threats.

>The partnership with the Lac du Flambeau Band of Lake Superior Chippewa Indians' is critical to the successful long-term effort to com-

bat AIS.

>Considering there are 264 lakes of various sizes and ecologies in the area, the TLC's Strategic Plan must be broad enough to meet diversity while remaining focused on the primary mission.

>Individual volunteers, lake associations, and other local groups are the lifeblood of the Town Lakes Committee.

>Volunteers are most effective

when they clearly understand their roles and have the training, equipment, and supplies they need to do their work.

>Invasive species cause problems worldwide and countless organizations are responding to them. The TLC recognizes the importance of being aware of what is occurring throughout the world as well as maintaining close contact with local and State organizations.

*Facts are stubborn
things; and what-
ever may be our
wishes, our inclina-
tions, or the dic-
tates of our pas-
sions, they cannot
alter the state of
facts and evidence.*

-John Adams (1770)

STRATEGIC PLANNING: Readiness Phase

The TLC establishes a Design Team that includes members on the TLC and others who will enhance the planning process, such as representatives from the Tribe, lake associations, and other key groups.

The Design Team studies and discusses information related to the TLC's purpose, current goals and activities, and overall operations. The team may seek training or guidance from other sources if it is needed.

The Design Team recommends whether the TLC's existing goals should be retained, revised, or dropped, and whether new goals should be considered.

Progress reports are shared with the TLC regularly.

Examples of sources of information studied by the Design Team include:

- >Town Board reports and documents
- >Tribal reports and documents
- >Evaluations of Strategic Plan and Action Plans

- >TLC surveys, committee reports
- >WDNR Strategic Plan
- >Lake associations' strategic plans and by-laws
- >Reports from the TLC Legislative Committee
- >Invasive Species Coordinator for Vilas County
- >Written recommendations submitted by the public
- >Professional literature books, articles
- >Professional presentations, workshops
- >WDNR, Vilas County and Wisconsin Association of Lakes websites
- >Local and state newspapers

MISSION
*Protect the lakes
from Aquatic
Invasive Species*

GOALS
Prevent AIS Infestations
Manage AIS Infestations
*Administer Efficiently
and
Effectively*

STRATEGIC PLANNING: Planning Phase

Once the Design Team establishes goals, it identifies objectives and activities, projecting them over the next few years.

The Design Team reports progress to the TLC regularly and eventually submits a draft of the Strategic Plan to the TLC and the Town Board for critique.

As drafts are developed, they may also be shared

with the Tribe, lake associations, and others.

While the Strategic Plan is being written, the Design Team continually considers the TLC's primary mission, goals, and significant beliefs.

The Design Team makes sure the plan is reasonable, affordable, consistent with the Law, and consistent with the Town Board's policies.

The Strategic Plan takes effect with the endorsement

of the Town Lakes Committee and approval of the Town Board.

*All government—
indeed every human
benefit and enjoy-
ment, every virtue and
every prudent act—is
founded on compro-
mise and barter.*

-Edmund Burke

STRATEGIC PLANNING: Implementation Phase

After the Strategic Plan is approved, the Design Team establishes Action Teams to complete the specific activities noted in the plan.

An Action Team writes an *Action Plan*, a document that outlines everything that needs to be done to complete an activity.

An Action Plan outlines who will do what, when, how, and with what resources and

limitations.

An Action Plan also includes a statement on how the activity will be evaluated.

An Action Plan must be consistent with the law, budget, and Town policy.

Over time, action plans serve as models for others who are implementing activities.

The Design Team is responsible for monitoring action plans and

reports are presented at the TLC monthly meetings.

A sample Action Plan is on the next page.

*Don't let us forget that
the causes of human
actions are usually
immeasurably more
complex than our sub-
sequent explanations
of them.*

-Fyodor Dostoevsky

STRATEGIC PLANNING: Monitoring Phase

The TLC's Strategic Planning Process includes two types of monitoring: developmental and summative.

Developmental monitoring occurs continuously during a process or project, while summative monitoring occurs at the end of a process, project, or period of time.

Developmental tends to be an informal progress report

on how the Strategic Plan or Action Plan is playing out. What is working? Not working? What adjustments should be made immediately?

Summative is data-driven, an evaluation based on written evaluations, interviews, and other hard data. It results in value judgments or grades, a kind of report card.

Both forms of monitoring are essential to the development of the Strategic Plan and Action Plans.

The results of monitoring are studied by the Design Team during the Readiness Phase of strategic planning.

The great tragedy of science—the slaying of a beautiful hypothesis with an ugly fact.

-T.H. Huxley

Sample Action Plan

Date: April 10, 2007

Goal: ☒ Prevent AIS Infestations ☐ Manage Infestations ☐ Administer Efficiently/Effectively

Activity: Plan the Volunteer Appreciation Reception

Participants: Mary S, Tom A, Henry D

In Charge: Mary S

What are the limitations/givens?

\$300 (non-grant, can't be used for alcohol)

\$50 (grant, for AIS supplies, printing, postage)

\$50 (grant for program equipment rental)

What needs to be done?

By when?

Who will do the task?

Confer with committee	Monthly	Mary
Pick location	May	Mary, Tom
Pick Date	May	Mary, Tom
Decide on refreshments	June	Mary, Tom
Write and issue 2 press releases	July/August	Henry
Design invitation	June	Henry
Copy invitation	July	Tom
Get stamps & mail invitations	August	Mary, Tom
Outline the program	June	Mary, Henry
Plan for displays	July	Mary, Henry
Arrange for equipment	July	Mary
Prepare for registration	July	Mary
Plan evaluation	July	Tom, Henry
Contact & confirm program participants	July	Tom
Arrange for photos	July	Mary
Write thank you notes	August	TLC Chair
Report to TLC	Monthly	Mary